33rd Board Meeting
Brussels, 21-22 September 2019
ENAR Office

Present: Zlakha Ahmed, Maria Dexborg, Giulia Frova, Sidra Jah, Marcell Lorincz, Laurentia Mereuta, Vilana Pilinkaite, Ghislain Vedeux, Amiirah Saleh-Hoddin, Karen Taylor, Wouter Van Bellingen
Staff: Michael Privot, Sarah Chander (Staff Representative)
Minutes drafted by: Vilana and Giulia

Minutes

1. **Adoption of the Agenda**
- Karen suggests a change in the agenda and to move the topic "GA: successes and weaknesses" from 22 Sept. morning to 21 Sept. afternoon.
- The setting of the time-table for Sept. 21 will go up to 17:30.
- Suggestion for AOBs for the agenda:

    a) current alarming topics on raising issues on environment and health as part of anti-racist movement in France – considering the case of West Africa where France used prohibited pesticides causing pollution and considerable harms for human health.
    b) Another issue in regard to France –in relation to racist discourses in sport. A famous sportsman used the concept of "white people", which triggered a conversation on anti-white racism rather than on racism in football. Ghislain proposes to work with Michael on a fundraising proposal to tackle racism in football federations and on the pitches.
    c) Proposal to share the most current issues from the UK.

DECISION:
- **The agenda is adopted.**

2. Adoption of the minutes

- The minutes of the last Board meeting specify the names of Board members. Proposal to avoid names and include them only in the case when there is a clear disapproval about a specific decision.
- Proposal to share the minutes as soon as possible after the meeting and not to wait until the next Board meeting.

DECISIONS:
- **The minutes are adopted.**
- **Draft minutes will be circulated within 2 weeks after the Board meeting.**

3. Update on Mandate of SFSC

Michael reminds that the SFSC is an advisory committee of the Board composed of 3 and max 5 Board members. The chair, one vice-chair and the treasurer sit ex officio in the SFSC (see annexed ToR of the SFSC).

- The mandate of the SFSC is to advise in solving and anticipate any problems with regard to staff issues, to have at least 2 meetings of the SFSC per year and engage in more depth if there are staff issues. In such cases, the SFSC will then propose recommendations to the Board with possible solutions to the identified problem.
- The Board will get the relevant information in line with the regulations about data protection and safety at work for staff.
- The Board can dismiss the recommendation of the SFSC and ask for more details.
- Confidentiality issues are the most important.
- Current SFSC members are Karen (mandatory) and Wouter (mandatory) and Vilana => we need to select up to two more members of the Board, including one Vice-Chair.
- As has happened in the past, the SFSC can ask for an external expert on labour issues to explain and clarify certain issues when the SFSC members lack capacity and knowledge.
- The practice of the SFSC to work on issues of finances and staff improvement proved to be important.

For the selection of the new SFSC members the Chair proposes to postpone

the decision to the next day so that members have the time to think about it.

DECISION:
- **Selection of new SFSC members postponed to 22 September.**

4. ENAR Foundation update
- MP briefly explains the ENAR Foundation's function to support ENAR with co-funding or reimbursement. The Chair, two vice-chairs and treasurer of ENAR are automatically on the Board of the Foundation. The Board of ENAR has to elect a supervisor for the ENAR Foundation Board. Usually the Foundation Board will be on the agenda of the ENAR Board. A volunteer is needed for the Foundation Board.

Comments by some Board members:
- The Foundation currently is almost inactive due to the lack of active Board and staff to work on these issues. A decision should be made on how to better use the Foundation – ENAR has a lot of knowledge in the network and can use it for the Foundation's work. It is necessary to have a real Board for the Foundation which can meet regularly in order to commit and work. In the network we can build support and share – this is the experience that big and small units can work simultaneously;
- There are some experiences of such co-work in the UK (Tell Mama practices);
- Currently there is nobody to work on fundraising for the Foundation because there is no clear information on the upcoming funding from the EU;
- The Foundation could have a consultancy role and a lot of expertise could be gathered under the roof of the Foundation. We should find a model which will work for ENAR as a network and foundation.
- Two years ago there was a session about fundraising – it was interesting but it was not taken up by members of Board or staff to proceed.
- The question remains: will the Board be solving the problem of the Foundation or will the Foundation Board do it?
- Zlakha volunteers to join the ENAR Foundation Board.

DECISION:
- **Zlakha is approved to represent the Board of ENAR on the Board of the Foundation**

---

5. GA 2019: successes and weaknesses

Brief evaluation from the perspective of the Staff
- Board and networking sessions: great open space for networking. Weaknesses: low attendance, limited Board representation in the open space. Strengths: open space as a format was well received by the members, could be improved for the next GA.
- Session on Gender: split gender workshop: positive feedback from the men session and men staff. It was well prepared due to an invited expert from MenEngage, and provided a safe space for men to talk. From the women staff perspective, it was not so positive, more preparation was needed. It would be good to know how Board and staff will go further with the issues of masculinities and sexism in the anti-racism movement.
- Discussion on low representation of Roma in ENAR. The Board should take this into consideration.
- Discussion about micro-aggression interactions and miscommunication between members and Staff of the Secretariat in the sessions of GA: How can the Board respond to this and Staff intervene when aggressive and negative incidents happen in meetings? What is the process that Board members can follow when there is a situation of aggression against staff? => It should be done together with the staff and not in a paternalistic way. Can one be active without being paternalistic? A solution for the future should be found.
- The session about values in the first networking session was very useful – This should be the very first session when everyone is present. We have to define our values and how we implement them in our ENAR staff and members' interactions in order to empower a value-based culture and not the control of individual behaviours. Creating safe spaces should be continued and Board members should be more active in implementing the code of conduct.

Members' feedback:
- See annexed feedback from the members (spreadsheet and graphs);
- The GA agenda also depends on the budget (days of the week are more expensive), the availability of members (many are there on a voluntary basis, hence the need to limit the number of days off they have to take). On Saturday it is difficult to organise the statutory session as we want to be inclusive of persons who practice Shabbat, therefore it was moved to Friday, but this should be improved – the Board can make suggestions, with the acknowledgment that there are many external constraints.

Reflections of the Board members:
- We could have a Prep group for the GA only, with staff included, but maybe there should be more engagement from the Board members. The preparation for the next GA starts already in October with less intensity, but it increases in the following months;
- Staff question: What is the level of engagement from the Board? The Board leaves this question open;
- Which format and time is allocated for different sessions of the GA? :
    o There are different sessions for members to reflect or to work on different areas and now more on intersectionality;
    o Members' feedback clearly indicates that they are positive about the concept of solidarity but the full potential was not explored during the GA – more links between the sessions would have been needed, as well as more focus on concrete action to "hit" people to the heart; so that they understand the concept of solidarity and initiate actions together;
    o People should produce something during the GA – there should be some work on a specific question (solidarity? Gender?). What could we aim to develop together?
    o The layout of the room also generates a certain atmosphere and dynamics in the group – the statutory session should take this dimension into account. The format of the GA should be discussed more, having a format where it is possible to engage the whole room (cf. intersectionality symposium);

- o Discussion on generational issues – young people and older people. Young people are less mobilised in the movement – how can we connect young people and how can we bring the movement to young people? We support young people who can take the lead in the struggle. Generational differences – older people as gatekeepers? Young people say that there are a number of gatekeepers in the GA, people that have been there for many years. What can we as ENAR propose to attract young people in the network?
- o What topics could be included in the GA agenda and elaborated based on the proposals of members and Board members: Back to the question of the anti-racist movement? How can we evolve if we want to work like a movement? The GA should be part of the movement building as the moment of networking. It allows to mobilise, understanding that ENAR should go by small steps. Members should have the possibility to present themselves to the broader movement.

DECISIONS:
- **Develop a proposal for a criteria-based process allowing cities to candidate for welcoming the ENAR GA (process to be launched a year before the GA);**
- **Keep creating safe spaces at the GA;**
- **Board members to be more active in implementing agreed codes of conduct;**
- **GA 2020 to take place in Brussels;**
- **Develop guidelines to prevent aggressions and other misbehaviours that lead to conflicts in the GA.**

SUGGESTIONS:
- **Have a skype meeting between both Board and staff to discuss future GA topics;**
- **More engagement of the Board in the design of the GA (content and format).**

September 22

6. Update on the staff

- Staff – recruitment of IPO (instead of HR) – 60 applications – 25 shortlisted. 6 candidates invited for an interview; interview panel: Wouter, Michael, Juliana and Anne-Sophie. The IPO will be hired before the end of the year.
- Update on the recruitment process of the second administrative officer: the Board should approve any recruitment before the signing off of the contract by the Director as per the statutes.
- Hiring process – the Board makes the decision on whether or not to hire new staff. The hiring process is done by management – Board can be invited to be part of the recruitment committee upon the request of management, if expertise is available.
- Julie will be back from maternity leave on 21/10;
- Temporary contracts: Isabela (cover of Julie) until 30/10; Chaïb (DARE): April 2020; Delphine (DARE): April 2021.
- Michaël informs about a conversation with OSIFE on a separate project on staffing the Roma coalition, and offering Isabela a (part-time?) job posted at ENAR. OSIFE would give money to ENAR to hire Isabela seen her specific skillset, but not giving money for opening a new position. Some Board members agreed that if the person is experienced and ENAR gets the funding, it should be fine to hire her without generating an open process for applications. Some others noted that the practice is not advisable for any organisation to agree with the rules of funders who dictate what positions the organisation should hire to work on specific though important issues. A proposal for the future is to consider all the sensitive issues in relation to funders and take the most acceptable and balanced decision for the organisation.

DECISIONS:
- **Board should approve any recruitment before the signing off of the contract by the Director as per the statutes for any recruitment;**
- **The Board agrees retrospectively to the hiring of Myriam;**
- **Michael to continue to explore the idea of a specific grant for the Roma coalition and keep the Board informed.**

7. Updates on ENAR changes in management and staff structure

- Recently ENAR started a change management process: rewriting job positions and descriptions, in order to work in a more decentralised way as a team. The team started a process to have less hierarchy, but in terms of change management process we have entered into a grey zone, thereby generating tensions: the staff do not want to go back to the previous situation, but do not know where to go…. There is a lot of time spent in meetings to discuss a lot of things for an overstretched staff. There are concerns about the structure, timing and dissatisfaction. Before Michael (and the DD Programmes) would be the contact points. After the GA, the team hired a facilitator to discuss what kind of organisation we want to be, where we go, and what is the methodology, the decision making process and accountability to each other. The consultancy will take place on 19-20 November. This process is likely to clarify processes, decrease anxiety and tensions in the staff and give a clearer sense of direction.

DECISION:
- **The Board supports the decision for consultancy to support staff in the change making process.**

The Board is informed about Ojeaku starting a PhD at the Free University in Brussels - on how anti-discrimination policies are failing to address structural racism, from a critical feminist perspective (see annexed proposal). It is expected to be a win-win situation whereby Ojeaku's research would nurture ENAR's work at different levels, in line with our research programme, while she would be offered one day a week to follow the necessary courses or methodology seminars that would also reinforce her work for ENAR. The Board agrees on principle but raises the point that there should be clear criteria / guidelines to support the decision in case other staff members would want to do the same. It is important that the research benefits the organisation.

DECISIONS:
- **The Board approves Ojeaku's request and Michael will develop guidelines in the following months that clearly state the criteria on such matters to have a standard procedure.**

8. Dates for upcoming Board and SFSC meetings
- Together with Foundation Board meetings, and the criteria (costs, unpaid days for people, family time…) and check calendars.

DECISIONS:
- **Skype Meeting in October to discuss urgent issues that have been left off the Agenda (see below);**
- **Karen to circulate a Doodle to the Board;**
- **Next Board Meeting on 1-2 December > SFSC on Sunday 1st afternoon, Board Meeting all day on Monday 2nd.**

9. Update on Finances and Applications
- Finances and Applications documents (see annexed documents) are presented to the Board: all expenses until 15 August 2019 are registered. Small under-spending or over-spending in the budget is explained to the Board. Projection indicate under-spending for 2019, which will be useful for the co-funding / closing of the 40k loss, which is something that makes us lose points when submitting applications. The ENAR Foundation is examined. More information is asked on Twitter and Google giving donations and when answers from funders are provided (uncertainty on renewal of donations);
- The document on applications is presented. The Treasurer raises a point about Staff costs in the long run: if the team stay as they are there will be an increase in costs. Michael explains that the logic behind investing in the Network and Communication officers was to make ENAR more visible (membership + communication) to get more funding, and this strategy should pay back. Some Staff are already doing 4/5 which is helping to manage the staff costs. Michael and Wouter explain that a new financial plan will be developed and will be presented at an upcoming meeting.
- Michael presents a first draft of the early warning signal for over-spending in some ledgers of the budget (over 15.000€ of over-spending according to approved budget by the Board). This is a proposal to be discussed further.

DECISIONS:
- **MP/IB/WVB to develop further the early warning system for over-spending for the next SFSC & Board;**

- **MP/IB/WVB to work on staff cost overview plan as well as tracks to maintain the staff cost under control, for the next SFSC and Board.**

10. Information from Staff to the Board, presented by Staff Representative Sarah Chander

1) Interest in receiving updates on processes initiated by the previous Board on how the Board works together and with the Staff, and on how they can be transitioned to the new Board.
2) Proposal of creating a grid with all Board Members' profiles that outlines skills & areas of interest so that Staff can reach out when needed.
3) Inclusion of Roma: how can ENAR improve? How can Roma-led organisations be more represented in the membership?
4) Other burning issues / controversial topics in the membership:
   a) Topic of toxic masculinity: how do we want to continue working with the membership?
   b) White privilege – a topic that was discussed in the GA before the last. How do we want to further the work?
   c) Antisemitism vs Antizionism vs legitimate criticism of Israel – Staff feels that opinions are divided within the Staff and the membership. The EU institutions have adopted a broad definition of Antisemitism that accommodates much criticism of Israel, which is a worrying equation. There is a limited number of Jewish members and a limited presence of progressive Jewish organisations in general. How do we go about it? How do we want to relate to other global anti-racism struggles (Palestinians), knowing that this issue is weaponised, rightly or abusively, against anti-racist organisations to silence them.

DECISIONS:
- **The Board will give feedback to the Staff on Cloud processes after documents are shared and a discussion among the Board, which should be planned for the next Board meeting;**
- **Staff to create the grid on a google spreadsheet for Board to fill in with the skills & interest profiles as a basis for more agile consultation / collaboration;**

- **Roma representation issues: the Board agrees on encouraging Roma people to run for the next GA elections, and that each Board member reaches out to their countries' Roma organisations to encourage them to join ENAR, cc-ing Esra. It is suggested that we include coalitions of organisations / Roma movements like Kethane Movement;**
- **Antisemitism and Jewish representation: the Board agrees on: 1) reaching out to interesting Jewish organizations and collectives in their country to encourage them to join ENAR; 2) that this should be paralleled by a process that starts from consulting organisations themselves, with a Steering Group, and Staff is given the mandate to plan a consultation as a next step;**
- **Issues of masculinity and white privilege are not discussed and it is agreed that we should go back to them at the next Board meeting if needed.**

SUGGESTIONS:
- **It is proposed to have a "Join ENAR" Poster/Card to include in emails. Michael informs that at the next Board meeting Esra will present the membership strategy that she is working on (quantity? Nature of organizations? Development? What is the added value for small organisations and for big, or for coalitions?).**

11. Information on Anti-Racism Week

Sarah gives an update on the Anti-Racism Week. The aim is to get activists to mobilise and get involved with new MEPs to influence the agenda. 5 Board members are attending from ENAR, with a delegation of 40 civil society activists coming from Europe and beyond – some are members, some aren't. Events are a mix of social gatherings and more formal meetings with MEPs, with civil society organisations as well as independent experts. For the first time the responsibility of organising meetings with MEPs was put on activists and this was a good strategy.

A few questions are raised by the Board for discussion:
1) Unelected members of political parties: should we be cautious about inviting them?
2) What were the criteria for inviting certain organisations and not others? Maria raises a point about the Chair of her organisation not being invited. Sarah explains that it was due to distraction and that they were eventually invited.

3) Do we have a scheme for working with different parties / coalitions?

DECISIONS
- **The Board evaluates that having some unelected MPs is not a big issue but the point is taken that we should be cautious and maybe not put forward their partisan identity if not necessary;**
- **ENAR is non-partisan. It could be worth making time to discuss our overall strategy of working with different parties.**

FINAL POINTS / OPEN QUESTIONS

Topics for the next Board:
➢ Working together with Staff
➢ Decision Making Processes
➢ Board Work Plan (Action Plan Linked to Governance) + Thoughts Cloud

Remark on the importance of discussions on the basis of documents.

Minute Taking
How do we want to go about it next time?

END OF MEETING

34th Board Meeting

ENAR Board
Brussels, 2 December 2019

I, by signing this document, hereby approve the minutes of 33rd Board Meeting, organized in Brussels on 21-22 September 2019.

NAME	SIGNATURE
Karen Taylor	
Wouter Van Bellingen	
Marcell Lorincz	
Vilana Pilinkaite	
Zlakha Ahmed	
Guilia Frova	
Maria Dexborg	
Sidra Jah	
Laurentia Mereuta	
Amiirah Saleh-Hoddin	

Ghislain Vedeux	